

STRATEGIC FOCUSING OF PT. XYZ BUSINESS TO STRENGTHEN ITS COMPETITIVENESS

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Abstract—Rapidly growing information technology industry in Indonesia has caused the business competition to be competitive. PT. XYZ as one of information technology companies faced a new problem related with their competitiveness that have seen from business process, organization structure, and product variation they produced. To optimize PT. XYZ's competitiveness, this research adopt Michael E. Porter Competitive Advantages framework which is to win the competition by using competitive advantages and competitive strategies. In addition, also use Business Model Canvas to strengthen its competitiveness. Focusing business as the competitive advantages analyzed by using forecasting method and formulate competitive strategies by using generic strategy based on business focus that have been determinate earlier. This research would give a business solution for PT. XYZ to focusing business to run and the right competitive strategies that been elaborate at determining customer segment to strengthen its competitiveness in information technology industry. In the end, this research would generate ideal business model as a business solution and its implementation strategy. An action plan to strengthen its business model is formulated in three steps, which are: improve its customer segments and its building block constructed, improve its value proposition and its building block constructed, and improve overall business model. In the end, the improvements include shifting the company's focus to Software Production company, and applying focus differentiation strategy that focus on general products and non-system corporate segments. All the changes are outlined in a business model canvas that is expected to strengthen PT. XYZ competitiveness in the future.

Keywords: Competition, competitive advantages, competitive strategies, business model, information technology

I. INTRODUCTION

Information technology industry has its own appeal to the world economy, especially in Indonesia, the industry is classified as an emerging industry, but has a very broad coverage, even industries that were established at a point requires information technology to improve performance. So it can be judged that this industry will become an industry that will support other industries in terms of ease of work and improve efficiency.

View of the magnitude of the potential of this industry, make one of the reasons to participate in raising the industry. To capitalize the knowledge-based manufacturing software program SMART (Self-Monitoring, Analyzing, Reporting and Transforming System) PT. XYZ enliven this industry with the aim of seeking technology for the public welfare.

Along with the development of the industry, PT. XYZ has a few changes and as a result, PT. XYZ encounter obstacles in the face of competition and performance which should have decreased PT. XYZ share his growth with the growth of the industry.

1.1 Company History

The company was started from the idealism of its founders (Ibnu Bintarto, Eka Wahyono, Indra Buana, and Johansyah) who is a researcher and developer in the company of PT. Dirgantara Indonesia. Armed with their abilities, they want to donate specifically their knowledge to help the communities around them.

The company is more grown after the join of Soegianto, lecturer of the Erlangga University, one of the directors of a subsidiary of PT. INTI, which taught them how to bring the technology into revenue, and the investor, Arsyat Ismail, a former director of PT. INTI

After the company was established, they produce a product called Smart Box Technology, which serves as an additional tool in a camera system that can make the observation, analysis and reporting of the image by itself. This tool is finally tested on two Mandiri ATM machine, and run well, and gained the recognition of the Bank Mandiri.

Beginning in March of 2002, along with his friend Arsyat invest and change its name to PT. XYZ and has offices in Nusantara University Jl. Merdeka in Bandung. Now the company is already a large and office (headquarters) on Jl. Mega Asri 3 kav B1 - 11 Bandung. At present the company already has a representative office in Jakarta and two for each workshop is located in Jakarta and Bandung Throughout his journey, PT.XYZ having trouble going to sell a product that has capabilities such as Smart Box technology, so now PT. XYZ focus on serving customers with total solutions that are focused on making the application system.

1.2. Scope of Company's Business Field

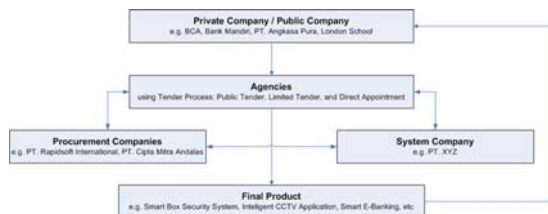


Figure 1. Scope of Company Business

In the figure above, explained that the initial start of the project comes from a company or government. Usually the company will make an announcement to the specifications of the project is needed. Based on those announcements, the agencies proposed to the company. Companies will choose based on the proposal given by the agency and the agency determines where the winning project. To meet what is offered by the agency; the agency usually does not work alone, and needs help others to be able to complete the proposal, while accountability for the project will have on the agency. In this case the usual PT. XYZ will take part as a third party to make system integration. Once the product is finished and ready for use, the product was delivered to the agency by

sales commitments that have been previously offered by PT. XYZ.

1.3. Business Issue

According to President Director of PT. XYZ, the business owned by PT. XYZ, the organizational structure is formed, and the variety of products produced in the company showed indications of unhealthy conditions. The fact is evident from the existing business processes shows that the revenue stream that is owned by PT. XYZ has a very high dependence to the agency, broker or intermediary; it has the potential to harm the company. At the organizational structure is also seen that the structure of the organization was not referring to the main vision and mission which aims to create and produce intelligent devices, the organizational structure now is not focused on the production process, but on the operations that must be served as after-sales service offered. In terms of product variety, it seems that PT. XYZ is not good to focus on a particular function or service to a particular capability.

II. BUSINESS ISSUE EXPLORATION

To find out the root of the problem within the company, analysis is done to environmental scanning, which are include societal environment, task environment, and internal analysis.

Environmental factors are influenced by many variables, are summarized in the social and environmental tasks. The social environment includes the power of a general nature that are not directly affected in the short term to an organization, but the effect on long-term decisions. Social environmental factors include economic factors, technological factors, political factors, and social factors. While the task is an environmental factor that directly affects the organization. These factors directly affect the often known as Porter's five competitive forces. Porter's five forces consist of the entry of new competitors, threat of substitute products, bargaining power of buyers, bargaining power of suppliers, and rivalry among existing competitors. [Porter, 1994].

After exploring the issue of doing business with the external analysis and internal analysis, then get some of the findings:

- In the information technology industry in general has a huge potential to be developed.

- Existing technology now in Indonesia, is still lagging behind compared to other countries.
- The situation is likely to give a positive signal to the information technology industry, despite the absence of a meaningful stimulus
- Social and cultural conditions assume that the technology can help ease the work, though also a negative impact for the society too.
- The condition of the place where the industry of PT. XYZ to compete has a lot of threat from its substitution.
- PT. XYZ do not have a strong competitive advantage

From the above findings, it can be concluded that the root cause of the low performance of the PT. XYZ is due to the low competitive advantage which is owned by PT. XYZ to be able to win the competition on good industrial potential.

To be able to provide good performance at PT. XYZ, the next chapter will discuss how the PT. XYZ must address the existing environmental conditions so as to build up its competitiveness by using the analysis of a business model that can leverage the existing market potential

Based on the exploration of business issues, the objective of this study is to provide a solution to the PT. XYZ to be able to win the competition. In order to achieve this, here are some goals to be achieved, some of which are

- Determine the focus of the business to be developed
- Determine the exact position of competitive strategy
- Build a competitive edge by using the analysis of business models

In order to focus on formulating a business solution, then the research will be based on the following questions:

- What business is owned by PT. XYZ that has to be focus which has high profitability, demand, and potential?
- What segment customers should become the priority?
- How is the ideal business model for the PT. XYZ?
- Can the business model is implemented?
- How to implement the business model?

The few limitations that need to be set in this study to formulate solutions to businesses, which include:

- Because of financial constraints owned PT. XYZ, then to build competitiveness begins with determining the business focus of the capabilities that have been owned by PT. XYZ
- In analyzing the strategy of determining the exact position will be limited to determining the segmentation of the industry that makes a difference on one or all of the competing factors set forth in the Porter's five competitive forces.

III. BUSINESS SOLUTION

In order to win business, it takes two main factors of competitive advantage and competitive strategy. Both of the above are not sufficient alone to guide the choice of competitive strategy. A company that is in a very attractive industry may not obtain an attractive return if choosing a poor competitive position. Conversely, a company in an excellent competitive position may be in industries that are so bad that it would not be so favorable, and further efforts to enhance its position would have little benefit. Both of these are dynamic; industry attractiveness and competitive position changed. So as to achieve a superior competitive strategy, requires a good collaboration of these two basic things. [Porter, 1994]

By applying the terms of the competition, then the PT. XYZ business solutions can be divided into several stages:

- Determine the business focus
- Determine the position of competitive strategy
- Building the ideal business model

In order to focus on business solutions, in this chapter will be discussed step by step analysis will determine business solutions for business focus, the position of competitive strategy, building the ideal business model, and continued on the implementation strategy and work program.

The First Stage

In the first stage is to identify the company's ability to shape it. It aims to assess which one will be chosen to serve as the focus of the business to be further developed as a competitive advantage.

In determining this focus involved assessment of the internal side of which no other existing resources to form capabilities, as well as from the external side of the external opportunities of those abilities.

The Second Stage

Once it determines that the business will be the focus of competitive advantage, we then determined the position of the appropriate generic competitive strategy, in order to develop the focus of the business.

Having determined the exact position of competitive strategy elaboration will be done by determining the focus of competitive strategy that will be targeted customer segments.

The Third Stage

After a determined focus on customer segments that will be served, established a business model that is based on the analysis of the business model canvas. Establishment of the business model canvas starts from the customer segments are routed on the value proposition, channels, customer relationships, income, primary resources, primary activities, key partners, and costs.

The Fourth Stage

At this stage of the implementation strategy will be explained how the implementation of the ideal business model of the current business model and its program of work being done to make the strategy work.

3.1. Determining of Business Focus

Competitive advantage is basically capable of evolving from the value created by a company to the customers. Based on the results of previous internal analysis, PT. XYZ does not have a distinctive competitive advantage to be able to win the competition in the industry. In order to win the competition, then the PT. XYZ needs to build the competitive advantage.

Competitive advantage comes from the distinctive competencies and distinctive competencies usually arise from the core competencies possessed. If the key competencies that have not yet given a distinctive competence, then we need to improve the competence of this to win the competition.

Competence which is owned by PT. XYZ now is some combination of the ability to generate a total service solution for its customers. To understand further, it is necessary to map the ability to find the key competencies that can be owned by a business focus which later developed into a distinctive competence that characterizes the company as a competitive advantage.

In the process of generating competencies delivered to the customers, PT. XYZ combines some or all of the capabilities. The capabilities of the PT. XYZ include:

- Hardware Production
- Hardware Engineering
- Software Production
- Software Engineering
- System Integration
- Operation
- Maintenance

After competence PT. XYZ is mapped. In this section I will attempt to evaluate the ability of the company that can find the key competencies possessed. Evaluation skills will be done from two sides, namely in terms of internal and external sides. From the internal side will further review of the resources will support capabilities, and from the external side will further review of its potential to external conditions encountered.

To be able to have the ability to have good quality and competitive prices are also necessary supporting resources. Based on the opinions of experts, found that to be able to produce these skills, there are conditions necessary to obtain these results. The necessary conditions can be described in the table below:

Table 1. Resources Needed for Capability

NO	CAPABILITIES	RESOURCES		
		PHYSICAL	HUMAN	KNOWLEDGE
1	Hardware Production	Factory Production Facilities Raw Material	Hardware Technician Researcher & Developer	Technology of Hardware Production
2	Hardware Engineering	Tools Hardware	Hardware Technician	Knowledge of Hardware
3	Software Production	Computer	Programmer Troubleshooter Researcher & Developer	Knowledge of Programming
4	Software Engineering	Computer Software	Programmer	Knowledge of Software
5	System Integration	Hardware Software	Integrator	Knowledge of Hardware and Software Integrating
6	Operation	-	Operator	Knowledge to operate software
7	Maintenance	Tools Software	Maintenance Technician	Knowledge to repair hardware and software

The expert opinions are validated using Delphi Method. The method is started with explaining the condition to the expert, and then asks them to score and put the reason behind. After the first score, the writer explains the other answers to each expert, and asks them to score again with all the information, and also put the reason. If the score are the same each expert then the score is can be used to the research, but if there are not, then the writer would ask the question again with the new information again to the experts until the score is the same. [Lindstone and Turoff, 2002]

Taking into consideration the importance of these factors are present, judged that the physical resource factors have a higher role to produce such capabilities, and the role of labor resources and knowledge to give the value of a balanced, so that the weighting of existing resources to the source

physical resources, human resources, and knowledge resources gained 40%, 30%, and 30%. After entering the weights in the judging of the experts above, then the overall assessment of the results obtained are contained in the table below.

Table 2. Capability Resources Assessment of PT. XYZ Relative to Industry

FACTORS	WEIGHT	Hardware Production		Hardware Engineering		Software Production		Software Engineering		System Integration		Operation		Maintenance	
		Score	Value	Score	Value	Score	Value	Score	Value	Score	Value	Score	Value	Score	Value
Physical Resources	40%	1	0.4	3	1.2	3	1.2	3	1.2	3	1.2	4	1.6	4	1.6
Human Resources	30%	1	0.3	2	0.6	2	0.6	3	0.9	2	0.6	3	0.9	3	0.9
Knowledge Resources	30%	2	0.6	3	0.9	3	0.9	3	0.9	3	0.9	3	0.9	4	1.2
Total Resources	100%	1.3		2.7		3.4		3.6		2.7		4		3.7	

Obtained from assessment table above, the capability which is above industry average are operation and maintenance. The capability which is equal to industry average are software engineering, software production, system integration, and hardware engineering. The capability which is lower to industry average is production of hardware.

After knowing the resources that make up the capabilities that will form the basis of a competence, it should also be evaluated against external opportunities will these skills. Evaluation of these opportunities is expected to strengthen the assessment of the ability of the company what the future will be developed in order to achieve a distinctive competitive advantage.

Evaluate the opportunities in question will be based on external factors that will influence, such as macro environmental factors such as Political, Economic, Social, and Technology; and profitability factors that indicated a firm of Porter's five competitive forces. The method is carried out to evaluate the use of expert opinion, which has long been the world's information technology. And to evaluate the quantitative used the Delphi technique to assess it.

By using a method similar to the previous judging, then to interpret how well the factors necessary resources relative to the industry by giving weight to the existing factors and multiplying the value on these factors.

In the above assessment, the weighting carried out will be linked to how much these factors will affect the long term. The longer influence the weight given will be longer. At this macro environmental factors that influence higher than profitability influence the company, then the macro environment and profitability factor is weighted 65% and 35%.

On its own macro environmental factors, growth factors have an influence over the long run than the current market potential, so that 65% of the macro environmental factors are divided into 40% for market growth and 25% for the current market potential.

Profitability factor is divided into five factors that shape it. In five of these factors does not have the same weight to form profitability value, where the most influential factor is the competition, followed by the entry of new competitors and the threat of substitution, followed by the last factor of the power of the buyer and supplier power factors. With this order, profitability factor will be divided 35% to 10% for the competition factor, 8% respectively to factor entry of new competitors and the threat of substitution, 5% for the power of buyers, and 4% for the power supplier.

After entering the weights in the judging of the experts above, then the overall assessment of the results obtained are contained in Table 3.

Table 3. Capability External Opportunities Assessment of PT XYZ

FACTORS	WEIGHT	Hardware Production		Hardware Engineering		Software Production		Software Engineering		System Integration		Operation		Maintenance	
		Score	Value	Score	Value	Score	Value	Score	Value	Score	Value	Score	Value	Score	Value
MACRO ENVIRONMENT															
Market Potential	25%	4	1	2	0.5	4	1	1	0.25	3	0.75	3	0.75	3	0.75
Market Growth	40%	3	1.2	2	0.8	3	1.2	2	0.8	3	1.2	2	0.8	3	1.2
PROFITABILITY															
New Competitors	35%	5	1.75	2	0.7	2	0.7	5	1.75	3	1.05	3	1.05	3	1.05
Competitors	10%	2	0.2	3	0.3	3	0.3	4	0.4	4	0.4	3	0.3	3	0.3
Substitutions	8%	4	0.32	2	0.16	3	0.24	1	0.08	3	0.24	3	0.24	4	0.32
Power of Buyers	5%	2	0.1	4	0.2	4	0.2	3	0.15	4	0.2	3	0.15	4	0.2
Power of Supplier	4%	4	0.16	3	0.12	3	0.12	3	0.12	3	0.12	3	0.12	3	0.12
Total External Opportunities	100%	3.98		2.32		4.26		3.78		4.01		2.96		2.77	

Obtained from assessment table above, that has high opportunities are software production and systems integration. Medium opportunity is for hardware production. The others, hardware engineering, maintenance, operation, and engineering software have low opportunities.

After combining those assessments to get the grand picture of the capability, the result is:

		Capabilities		
		High	Moderate	Low
Opportunities	High		Software Production System Integration	
	Moderate			Hardware Production
	Low	Maintenance Operation	Hardware Engineering Software Engineering	

Figure 2. Matrix of capability resources vs external opportunities

Based on the mapping capabilities of the PT. XYZ, the business focus to be developed is software production.

3.2. Competitive Strategy Positioning

Once it determines business focus to be developed as a competitive advantage, then it needs to how the position of competitive strategy that will be used to win the competition. Competitive position in the formulation of strategies, the authors use a generic strategy for the initial formulation of strategy, where the generic competitive strategy is based on three advantages, namely: cost advantage, differentiation, and focus.

Based on the analysis of external PT. XYZ now, the best competitive strategy used is the focus of the strategy, which according to the analysis of PT. XYZ does not have unique ability to be able to win the competition with a cost advantage or differentiation strategy as a whole. So that the current conditions, PT. XYZ will be able to emphasize the selection of a narrow competitive scope within the industry concerned and adjust its strategy to serve the customers so as to win the competition.

There are two variants of focus strategy. The focus of the company seeking cost advantage in the cost of the target segment, while in differentiation focus of companies seeking differentiation in its target segment. Focus on the business of producing software that has been determined on the previous discussion, the position of competing generic strategies to be used is a variant of focal differentiation due to the nature of this industry emphasizes the benefits of product variations that can serve a wide range of customer needs.

After determines the position of the focus of competitive strategy, it needs to be further developed in which the segment should be PT. XYZ product focus. It is necessary to do the mapping industry segmentation, in this case is the software industry segments that will be the focus of the business.

At software production industry, there are three factors are affects the industry which are type of products, type of customer, and availability of customer system, which can be describe in the figure below:

		BUYERS				
		NON-SYSTEM			SYSTEM	
		Personal	Corporate	Government	Corporate	Government
PRODUCT VARIATION	General					
	Customized	empty				

Figure 3. Matrix of software segmentation

Once the mapping is formed on the segmentation of the industry, it is necessary to evaluate external opportunities will these segments. Evaluation of these opportunities is expected to strengthen the assessment will be a segment which will be the focus of the company's strategy to be applied.

Evaluate the opportunities in question will be based on external factors that will influence, such as macro environmental factors such as Political, Economic, Social, and Technology; and profitability factors that indicated a segment of Porter's five forces competitive. The method is performed for the evaluation is interview in order to get the opinion of experts will these segments. And to evaluate quantitatively the Delphi technique will be used to process.

By using a method similar to the previous judging, then to interpret how well the factors necessary resources relative to the industry by giving weight to the existing factors and multiplying the value on these factors.

In the above assessment, the weighting carried out will be linked to how much these factors will affect the long-term opportunities. The longer influence the weight given will be greater. At this macro environmental factors that influence higher than profitability influence the company, then the macro environment and profitability factor is weighted 65% and 35%.

On its own macro environmental factors, growth factors have an influence over the long run than the current market potential, so that 65% of the macro environmental factors are divided into 40% for market growth and 25% for the current market potential.

Profitability factors are divided into four factors that shape it. At four of these factors does not have the same weight to form profitability value, where the most influential factor is the power of buyers, followed by a factor of competition, then followed by the entry of a new rivalry and the threat of substitution of equal value. With a weighting factor as described above, profitability will be divided 35% to 15% for the power factor of buyers, 10%

for the competition factor, and 5% respectively for the entry of new competitors and factor substitution threats.

After entering the weights in the judging of the experts above, then the overall assessment of the results obtained are contained in Table 4.

Table 4. Software Industry Segmentation Assessment

FACTORS	WEIGHT	General								Customized							
		Personal				System				System				System			
MARKET ENVIRONMENT																	
Market Growth	20%	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4
Market Structure	40%	2	0.8	2	1.6	2	0.8	2	1.6	2	0.8	2	1.6	2	0.8	2	1.6
COMPETITORS																	
New Competitors	20%	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4
Competitiveness	20%	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4
Substitution	20%	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4
Power of buyers	20%	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4	2	0.2	2	0.4
Overall External Opportunities	100%	2	0.8	2	1.6	2	0.8	2	1.6	2	0.8	2	1.6	2	0.8	2	1.6

Based on the above assessment, the first ranking, which will be served segment, is a segment of the general type of product to buyers that the company already has a system. To be able to serve this segment, is also required to support the systems integration capabilities in order to find the right integration programs needed to facilitate the process of integration will be done at the time of installation. Though based on previous skills analysis result, it was found that the level of systems integration capability that is owned by PT. XYZ is not high. So if you want to keep the service focused on this segment, it is necessary to also develop system integration capabilities.

The second alternative of the segmentation analysis, lies in the segment of the general type of product to buyers who do not have a system company. To be able to serve this segment is not required of other capabilities to produce software. Although the above analysis of the potential ranks second, but the potential market and its growth will still show a great value, so this segment still provide a good potential to be served.

Thus, by comparing the top two segments of the existing potentials, it was concluded that the most appropriate segment to be served by PT. XYZ is a segment of the general type of product to buyers who do not have a system company.

3.3. Ideal Business Model

Based on business focus and a predetermined segment of the overall business model canvas can be depicted in the figure below



Figure 4. Ideal Business Model

3.4. Implementation Strategy and Working Program

There are three steps of implement strategy due to reach the ideal business model, which are:

- Focus on improving customer segments, channels and customer relationships first. Where the services provided to customers remains a total solution to customer service, and still produced a whole of PT. XYZ
- Focus of improvements made on the value proposition offered, major activities, major resources and procurement partners. Highlighted the value that lies in the production of software, while the others are not related to the production of software will look for partners to be managed outside of business PT. XYZ. At this stage of the product sold is still a total solution product.
- Overall implementation of the ideal business model, where the activities are not related will be abandoned, and left entirely to our partners as a separate activity. So the PT. XYZ will be fully functional as a seller of any software product.

IV. CONCLUSION AND IMPLEMENTATION REKOMENDATION PLAN

Based on the results of data processing in business solutions in the previous chapter, it was concluded that in order to enhance competitive advantage in a competitive business, PT. XYZ needs to:

- Focuses its business on the production of business software.
- Implement the strategy focus, which focuses on general product type segments, with a target customer is a company that does not have the system.

- Establish the ideal business model based on business focus, namely the production of software, and focuses on general product type segments to target enterprise customers who do not have a system.
- Implement an ideal business model to the PT. XYZ
- Running the three phases of implementation in order to achieve the ideal business model for PT. XYZ

The first stage is recommended start from August 2012 and end at December 2012, the second stage is recommended start from January 2013 and end at December 2013, and the last stage is recommended start from January 2014 and end at December 2014

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